

The Effect Of Human Resource Quality And Work Conflict On Work Performance In Competency Mediation At Bank Indonesia Representative Office, North Sumatra Province

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Abstract

The type of research used in this study is a type of quantitative research, the location of the research at the Bank Indonesia Representative Office of North Sumatra Province is precisely on Jalan Balai Kota no 4 Kota Medan, the population of the research used is all employees in the Representative Office of Bank Indonesia North Sumatra Province as many as 70 employees, The sample to be used is all the population in the Representative Office of Bank Indonesia North Sumatra Province as many as 70 employees, The data collection technique used is a questionnaire, the research calculation tool is the PLS smart application version 3. The results of this study are as follows: Competence has a positive and significant effect on Work Achievement with a value of 0.384 and a significant 0.000 Work Conflict has a negative and significant effect on Competency with a value of -0.289 with a significant 0.004. Work Conflict had a negative and significant effect on Work Achievement with a value of -0.278 and a significant 0.009. The quality of human resources has a positive and significant effect on Competence with a value of 0.622 and a significance of 0.000. The quality of human resources has a positive and significant effect on Work Achievement with a value of 0.306 and a significant 0.005. Role Conflict has a negative and significant effect on Work Performance through Competency with a value of -0.111 and a significant value of 0.016. The quality of human resources has a positive and significant effect on Work Performance through Competency with a value of 0.239 and a significant 0.000.

Keywords :

Human Resources Quality, Work Conflict, Work Achievement, Competence

Background

Good human resources (HR) are essential to any business and should be a top priority. Of course, every business will strive to obtain superior human resources of the highest caliber to assist the organization's productive work in achieving its goals. Companies must give special consideration to their human resources because they understand how important human resources are to the company's growth. The



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business world must remember that its human resources are partners as well as assets in developing the companies in which they operate. The efforts and achievements of employees can be recognized by the company, so that it can motivate its human resources to work better for the sake of business progress. Human resources (HR) are very closely related to the aspects of employee employment and organizational management. A. Business is founded on the development of a vision that will be a goal. As the business grows, the company formulates a mission in an effort to realize its vision. Human resources are essential to achieve the business goals that have been set.

High creative abilities, willingness, and human resources are characteristics of quality human resources. The purpose of human resources is to provide an organization with an efficient work unit to achieve the company's management goals and to continuously develop, employ, and retain employees in good quality and quantity. Human resources are essential for the effectiveness of people in an organization. In addition, high human resource productivity is a type of capital that plays an important role in the strategy of achieving organizational goals and can make a significant contribution. The quality of human resources is characterized by human resources who are creative, have high abilities and willingness. Human Resource Management is indispensable for the effectiveness of human resources in an organization, the purpose of which is to provide organizations with effective work units to achieve the goals of company management so that they can develop, use and maintain employees in a fixed quality and quantity. In addition, good human resource productivity is one of the main assets in an organization which can make an invaluable contribution to the strategy of achieving organizational goals.

Changes that occur in society and the lives of employees create conflicts. Employees cannot avoid disputes with respect to ongoing changes. Employee disputes can result in circumstances that are detrimental to the business if not managed. Often the entire focus of employees in the workplace shifts to a lack of concentration. Arising work conflicts between employees. Work conflicts between employees are motivated by incompatibility or differences in terms of values, goals, status, and so on. Apart from the factors behind the occurrence of a work conflict, the symptoms that emerge in an organization when a work conflict occurs when an individual or group shows a hostile attitude with other individuals or groups that affect the performance of organizational activities. (Aldionita, 2014).

An employee's knowledge, abilities, and attitudes in carrying out his responsibilities can be used to determine his competence. high enthusiasm in completing the tasks given to him. The corporation informed me that the production target still cannot be met to the best of its ability. The company's leaders consider this to be due to the low competence of employees, which is caused by, among others, lack of information, lack of technical understanding of work, and lack of mastery of the equipment needed to complete tasks in the company. hands due to lack of experience,



education, and training. A person's competence is formed from the knowledge and skills of an employee who has high competence in carrying out work will produce excellent work quality or high work performance. Employee competence is an important factor and affects the implementation and completion of tasks in an organization. Employee competence is defined as the correct way or procedure of work carried out by employees. Thus, to realize the success of programs that have been set by an organization, each employee in it is required to have the necessary competency standards.

For every organization, work performance is a very important issue. Excellent work outcomes are required in any business employee partnership for the purpose of a business agent, as it has been well understood. Everyone at the agency really aspires to achieve the agency's goals. Effective work performance is an important concern for any organization. Work performance problems do not arise or develop just like that. Improving work performance can be done in various ways, one of which is by providing motivation to employees, which of course involves conveying information from superiors to subordinates. The process of accurately and validly measuring the magnitude of efficiency and effectiveness of an activity that has been achieved and comparing it with the planned level of achievement is known as employee performance measurement. To prevent problems, a manager must track the work performance of his staff members. Data on employee productivity is also needed if supervisors want to change existing settings. Motivation, work discipline, education level, compensation, and supervision system are some of the aspects that affect work performance, besides that, it is also necessary to know all factors that have a significant effect on improving work performance.

The phenomenon that occurs at the Bank Indonesia Representative Office in North Sumatra Province is that the quality of human resources is still not good, making employee performance poor, there are outstanding employees but the number is small and most of the outstanding employees do not want to do more work for their organization, they only do their work, so there are often work conflicts if outstanding employees show their skills so that the employees are Take advantage of the organization to work more so that outstanding employees feel bored with the work given, which means that the more incompetent employees have to do and the more outstanding and competent employees will be involved in helping other incompetent employees, this often happens in any organization.

Problem Formulation

Based on the background, the formulation of the problem in this study is as follows:

1. Does the quality of human resources have a positive and significant effect on Competence at the Bank Indonesia Representative Office in North Sumatra Province?



2. Does Work Conflict have a positive and significant effect on Competency at Bank Indonesia Representative Office in North Sumatra Province?
3. Does the quality of human resources have a positive and significant effect on work performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Conflict have a positive and significant effect on work performance at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Competence have a positive and significant effect on Work Achievement at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does the Quality of Human Resources have a positive and significant effect on Work Achievement through Competency at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Conflict have a positive and significant effect on Work Performance through Competency at the Bank Indonesia Representative Office in North Sumatra Province?

Research Objectives

Based on the formulation of the problem and background that has been described, the objectives of this research are as follows:

1. To find out and analyze the influence of Human Resources Quality on Competency at Bank Indonesia Representative Offices in North Sumatra Province.
2. To find out and analyze the influence of Work Conflict on Competency at the Bank Indonesia Representative Office in North Sumatra Province.
3. To find out and analyze the influence of Human Resources Quality on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province.
4. To find out and analyze the influence of Work Conflict on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province.
5. To find out and analyze the influence of Competency on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province.
6. To find out and analyze the influence of Human Resources Quality on Work Achievement through Competency at the Bank Indonesia Representative Office in North Sumatra Province.
7. To find out and analyze the influence of Work Conflict on Work Performance through Competency at the Bank Indonesia Representative Office in North Sumatra Province.

HR Quality

Definition of Human Resource Quality

Quality of Human Resources according to Matindas (2015) The quality of human resources is the ability of each employee both in completing their work, developing



themselves and encouraging the self-development of their colleagues". Meanwhile, according to Rahardjo (2015), the quality of human resources is only determined by the aspect of skills or the strength of their physical strength, but also by their education or level of knowledge, experience or maturity and their attitude and values.

HR Quality Indicators

According to Rahardjo (2015), the indicators of human resource quality are as follows:

1. Intellectual Qualities (Knowledge and Skills), including:
 - a. Have knowledge and skills in the field of science and technology in accordance with the guidance of industrialization.
 - b. Have knowledge of languages, including national languages, regional languages and at least one foreign language.
 - c. Have planning/organizing skills.
 - d. Have a high work spirit in doing work.
2. Education
 - a. Have educational abilities at a higher level.
 - b. Have a level of diversity and quality of education and relevant skills by paying attention to the dynamics of employment both at the local, national and international levels.
 - c. Have honesty based on the similarity between thoughts, words and deeds as well as the responsibilities they carry.

Work Conflicts

Definition of Work Conflict

According to Rivai (2015) work conflict is a mismatch between two or more members or groups (in an organization/company) who have to share limited resources or work activities and or due to the fact that they have different statuses, goals, values, or perceptions. According to Hasibuan (2016), work conflict is unhealthy competition based on ambition and emotional attitude in obtaining victory.

Indicators of Work Conflict

Indicators of Work Conflict according to Rivai (2015) are as follows:

- a. Conflict within a person A person can experience internal conflict within himself because he has to choose conflicting goals. He feels indecisive about which one to choose or do, conflicts in a person can also occur because of the demands of tasks that exceed his ability.



- b. Conflicts between individuals Conflicts between individuals are often caused by differences in specific issues, actions, and goals, where the common outcome is decisive.
- c. Conflicts between members A group can experience substantive conflicts or affective conflicts. Substantive conflicts are conflicts that occur due to different skill backgrounds. While affective conflict is a conflict that occurs based on an emotional response to a certain situation
- d. Conflicts between groups Conflicts between groups occur because each group wants to pursue the interests or goals of their respective groups.

Competence

Definition of Competency

According to Sutrisno, (2016) competency is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refer to the set work requirements. Competence is what outstanding performers do more often in more situations with better results, than what average performers do. (Zainal, et.al., 2015).

Competency Indicators

According to Sutrisno (2016) the competency indicators are as follows:

1. Knowledge of Consciousness in the cognitive field. For example, an employee knows how to identify learning, and how to do good learning according to the needs of the company.
2. Understanding The cognitive and effective depth that individuals have. For example, an employee in carrying out learning must have a good understanding of the characteristics and working conditions effectively and efficiently.
3. Ability Something possessed by an individual to carry out the task or work assigned to him. For example, the ability of employees to choose work methods that are considered effective and efficient.
4. Value A standard of behavior that has been believed and psychologically integrated in a person. For example, the standard of employee behavior in carrying out duties (honesty, openness, democracy, and others)
5. Attitude Attitude is a feeling (happy or unhappy, likes or dislikes) or reaction to a stimulus that comes from outside. For example, reactions to economic crises, feelings about salary increases, and so on.
6. Interest A person's tendency to do an act. For example, doing a work activity.

Job Performance

Definition of Work Performance

According to Mangkunegara (2017), work achievement is a performance term derived from Job Performance or Actual Performance (work achievement or actual



achievement achieved by a person). According to Badriyah (2018), work achievement is the result of work achieved by a person in carrying out the tasks assigned to him, which is based on skills, experience, and seriousness and time.

Job Performance Indicators

According to Mangkunegara (2017) the indicators of work performance are:

- 1) Quantity of Work The amount of work that is in accordance with the existing time, what needs to be considered is not routine results but how quickly the work can be completed.
- 2) Quality of Work The quality of the work results is based on the standards that have been set. It is usually measured through accuracy, precision, skill, and cleanliness of work results.
- 3) Cooperation The ability of a person to participate and cooperate with others in completing tasks.
- 4) Initiative Enthusiastic or diligent in completing their tasks, as well as the ability to make good decisions without prior direction.

Conceptual Framework

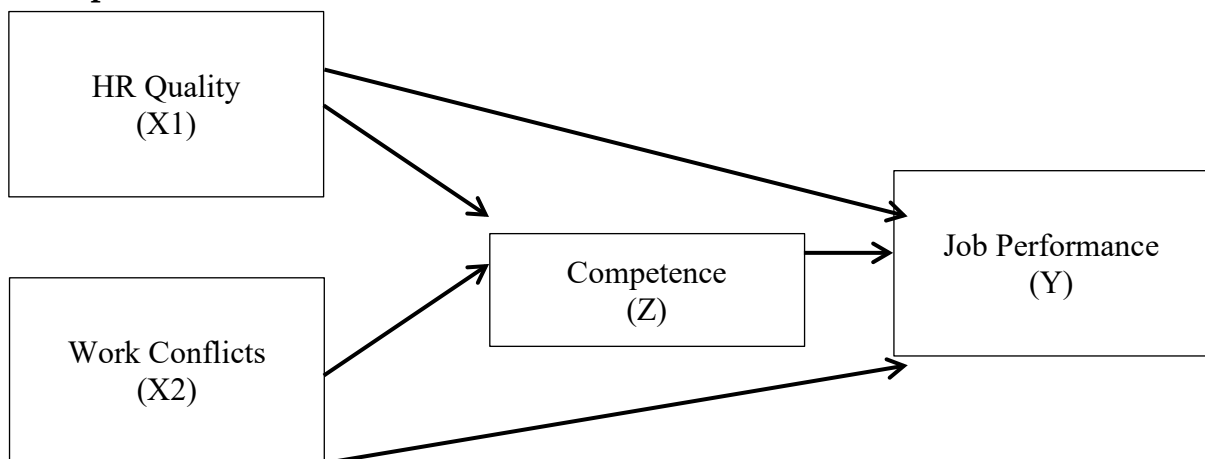


Figure 1. Conceptual Framework

Hypothesis

Based on the conceptual framework, the hypothesis in this study is as follows:

- H1 The quality of human resources has a positive and significant effect on Competence at the Bank Indonesia Representative Office in North Sumatra Province.
- H2 Work Conflicts have a positive and significant effect on Competence at Bank Indonesia Representative Offices in North Sumatra Province.



- H3 The quality of human resources has a positive and significant effect on work performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H4 Work Conflicts have a positive and significant effect on Work Performance at Bank Indonesia Representative Offices in North Sumatra Province.
- H5 Competence has a positive and significant effect on Work Achievement at the Bank Indonesia Representative Office in North Sumatra Province.
- H6 The quality of human resources has a positive and significant effect on Work Achievement through Competency at the Bank Indonesia Representative Office in North Sumatra Province.
- H7 Work Conflict has a positive and significant effect on Work Achievement through Competency at the Bank Indonesia Representative Office in North Sumatra Province.

Type of Research

The type of research used in this study is a type of quantitative research, According to Kuncoro (2021), quantitative data is data that can be measured and calculated directly, regarding information or explanations in the form of numbers or statistics.

Location and Time of Research

The location of the research is at the Bank Indonesia Representative Office, North Sumatra Province, City Hall no 4 street, Medan City. The research was conducted in September and October 2024

Research Population

The population of the study used was all employees in the Bank Indonesia Representative Office in North Sumatra Province as many as 70 employees. Population according to Sugiyono (2020) is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions drawn.

Research Sample

The sample to be used is all the population at the Bank Indonesia Representative Office in North Sumatra Province as many as 70 employees and the sample technique used is the saturated sample technique. According to Sugiyono (2020), the sample is part of the number and characteristics owned by the population, so the number of samples taken must be representative of the population in the study.

Research Data Sources



The research source used in this study is a primary data source. According to (Ahyar et al., 2020) Primary data is data obtained directly from the research subject. Primary data is collected by researchers to answer research questions.

Data Collection Techniques

The data collection technique used is with a questionnaire, the questionnaire is distributed on the research report. According to Sugiyono (2020), a questionnaire is a data collection technique that is carried out by providing a set of questions related to the object being researched, given one by one to respondents who are directly related to the object being researched.

Data analysis techniques

According to Ghozali (2014), the Partial Least Square (PLS) method is a variance-based structural equation model (PLS) that uses indicators (manifest variables) to represent measurable variables and latent variables (which cannot be measured immediately). Furthermore, regarding the application of the Structural Equation Model (SEM) along with PLS (Partial Least Square) estimation for data analysis, the researcher uses guidelines regarding the minimum sample size in SEM-PLS, as revealed by Hair et al. (2014). There are two (2) methods available to determine the minimum sample size in SEM-PLS, namely Rule of Thumb and Power Analysis. According to Sugiyono (2020), verifiable analysis is to check whether it is true or not when it is explained to test a way with or without improvements that have been implemented elsewhere by overcoming problems similar to life. Verifiable analysis in this study uses statistical test tools, namely by testing variance-based structural equations or better known as Partial Least Square (PLS).

Measurement Model Analysis (OuterModel)

As stated by Jogiyanto (2015), the correction model is carried out to increase the validity and reliability of the instrument. The validity test is used to determine the level of understanding of each intrusive person. On the other hand, the reliability of the test is used to determine the consistency of the measuring instrument used. Convergent validity and discrimination can be used to assess the validity of an assessment. The validity of convergence can be assessed by looking at the charge factor or its outer charge. Validity is indicated by an indicator if its value is more than 0.5% or 50%. The closer to one (one), the more accurate the indicator is said. One way to evaluate the validity of discrimination is to look at the AVE (Average Variance Extracted) value. If the AVE is greater than 0.5%, then the data is considered valid on a cross-valid basis. The reliability test aims to assess whether the measurement indicators of latent variables are reliable or not. The trick is to evaluate the results of



the outer loading of each indicator. A loading value above 0.7 indicates that the construct can explain more than 50% of the variance of the indicator.

Structural Model Analysis (Inner Model)

Assessing the predictive power of a structural model begins with determining whether or not the construction is correlated. then proceeded to measure the prediction capacity of the model using three criteria, consisting of path coefficient, effect size (F2), and determination coefficient (R2).

Variance Inflation Factor (VIF)

SmartPLS v.3 uses the Variance Inflation Factor (VIF) to evaluate collinearity. Multicollinearity is quite often found in statistics. Multicollinearity is a phenomenon in which two or more independent variables or exogenous constructs are highly correlated, causing poor model prediction capabilities. The VIF value must be less than 5, because if it is more than 5 indicates the presence of colunity between constructs.

Coefficient of Determination (R2)

The Coefficient of Determination (R2) is a way to assess how much endogenous construct can be explained by exogenous constructs. The endogenous construct in this study is the disclosure of risk management, while the exogenous construct in this study is public ownership, company size, profitability and company age. The value of the determination coefficient (R2) is expected to be between 0 and 1. R2 values of 0.75, 0.50 and 0.25 indicate that the model is strong, moderate, and weak. Chin gave the criteria for R2 values of 0.67, 0.33 and 0.9 as strong, moderate, and weak.

Path Coefficients atau Koefisien Jalur

Furthermore, path coefficients between constructs are measured to see the significance and strength of the relationship and also to test the hypothesis. The value of path coefficients ranges from -1 and +1, the relationship between the two constructs is getting stronger.

Hypothesis Testing

The bootstrapping procedure generates a t-statistical value for each relationship path used to test the hypothesis. The t-value of the statistic will be compared with the t-value of the table. The study used a confidence level of 95% so that the level of precision or limit of inaccuracy (α) = 5% = 0.05.

RESULTS AND DISCUSSION



Outer Model Analysis

There are three steps in utilizing the information check method with SmartPLS to survey external models, namely Focused Legitimacy, Discrimination Legitimacy, and Composite Dependence.

Convergent validity

The convergent validity of the estimation model with reflective markers is evaluated by looking at the relationship between the object score/part score assessed by PLS Programming. The single reflexive size should be high assuming it relates more than 0.70 to the projected building.

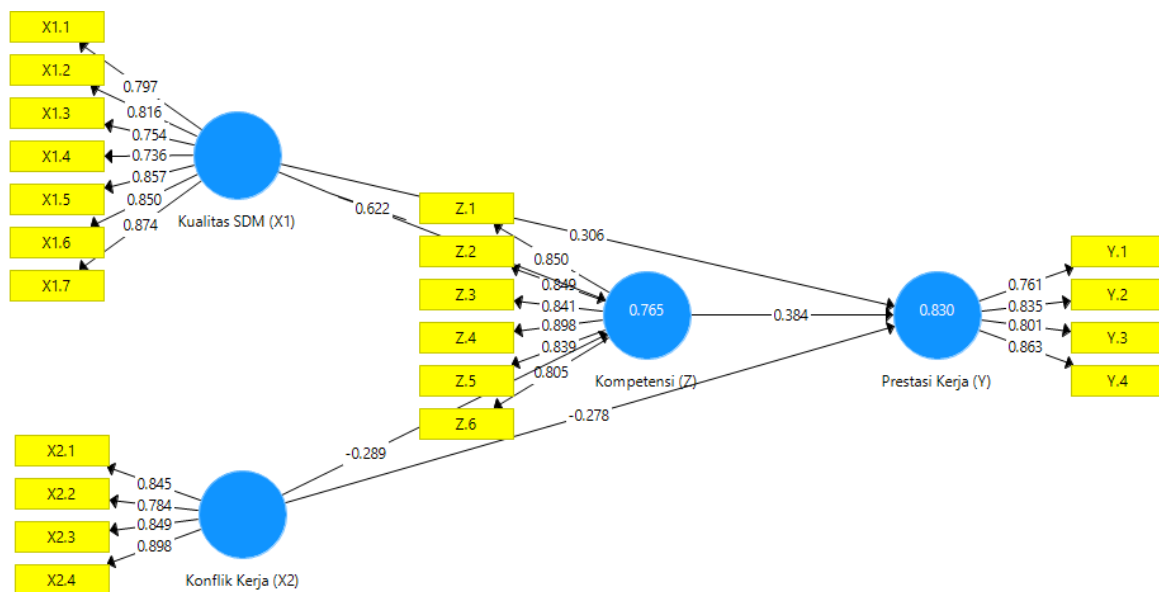


Figure 1. Outer Model

In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.622X_1 - 0.289X_2 + e_1$$

For substructure 2

$$Y = b_2X_1 + b_3X_2 + b_3Z + e_2$$

$$Y = 0.306 X_1 - 0.278X_2 + 0.384 Z + e_2$$

Table 1. Outer Loadings

	Competence (Z)	Work Conflicts (X2)	Quality of HR (X1)	Work Performance (Y)
X1.1			0,797	
X1.2			0,816	
X1.3			0,754	



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X1.4			0,736	
X1.5			0,857	
X1.6			0,850	
X1.7			0,874	
X2.1		0,845		
X2.2		0,784		
X2.3		0,849		
X2.4		0,898		
Y.1				0,761
Y.2				0,835
Y.3				0,801
Y.4				0,863
Z.1	0,850			
Z.2	0,849			
Z.3	0,841			
Z.4	0,898			
Z.5	0,839			
Z.6	0,805			

Source: Smart PLS 3.3.3

The consequences of handling using SmartPLS should be seen in the table above. The external model value or the relationship between the build and the factor meets the combined legitimacy because all the markers have a value greater than 0.70, and that implies this exploration is substantial.

Discriminant Validity

The legitimacy of discrimination is done to guarantee that every idea of each idle variable is not the same as a different factor. The model has great discriminatory legitimacy if each stack value of each inert variable sign has the largest stack value with the other stack values for other idle factors. The side effects of the discriminatory legitimacy test were obtained as follows:

Table 2. Discriminant Validity

	Competence (Z)	Work Conflicts (X2)	Quality of HR (X1)	Work Performance (Y)
X1.1	0,633	-0,569	0,797	0,642
X1.2	0,687	-0,594	0,816	0,706
X1.3	0,630	-0,632	0,754	0,631
X1.4	0,639	-0,678	0,736	0,637
X1.5	0,712	-0,730	0,857	0,710
X1.6	0,694	-0,724	0,850	0,724
X1.7	0,860	-0,726	0,874	0,834



X2.1	-0,646	0,845	-0,600	-0,665
X2.2	-0,618	0,784	-0,635	-0,617
X2.3	-0,621	0,849	-0,725	-0,761
X2.4	-0,798	0,898	-0,793	-0,769
Y.1	0,632	-0,593	0,659	0,761
Y.2	0,700	-0,667	0,747	0,835
Y.3	0,703	-0,649	0,666	0,801
Y.4	0,790	-0,800	0,743	0,863
Z.1	0,850	-0,698	0,697	0,658
Z.2	0,849	-0,734	0,747	0,763
Z.3	0,841	-0,668	0,746	0,728
Z.4	0,898	-0,775	0,809	0,789
Z.5	0,839	-0,585	0,675	0,747
Z.6	0,805	-0,584	0,680	0,723

Source: Smart PLS 3.3.3

As can be seen above, the loading factor has a larger value in each variable with other loading factors can be explained as the value of the cross loading factor variable Competence is greater than the cross loading variable of other variables. The cross loading value of the Work Conflict variable is greater than the cross loading value of other variables. The cross loading value of the HR Quality variable is greater than the cross loading value of other variables, the cross loading variable of Work Performance is greater than the cross loading value of other latent variables. In this case, the research is valid in a state of discriminand.

Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Competence (Z)	0,921	0,938	0,718
Work Conflicts (X2)	0,866	0,909	0,714
Quality of HR (X1)	0,914	0,932	0,662
Work Performance (Y)	0,832	0,888	0,666

Source: Smart PLS 3.3.3



In table 3 above, it can be seen that in the cronbach alpha column, there is an indigo of each variable greater than 0.7, which means that the variable fidelity reliability data is greater. The composite reliability column has a value greater than 0.6 so that it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable has a value greater than 0.7 which means that the data is valid in AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Testing the Structural Model (Inner Model)

Testing the inner model or structural model is carried out to see the relationship between the structure, significance value and R-square of the research model. The structural model is evaluated using R-square for dependent constructs

Coefficient of Determination (R2)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare's estimation using SmartPLS.

Table 4.R Square Results

	R Square	Adjusted R Square
Competence (Z)	0,765	0,758
Work Performance (Y)	0,830	0,822

Source: Smart PLS 3.3.3

In table 4, there is an R square value in both dependent variables for the competency variable, there is an R value of 0.765, which means that the influence of work conflict and human resource quality is 0.765 or 76.5%, the rest is in other variables. The R square value of work performance is 0.830, meaning that the influence of work conflict, human resource quality and competence is 0.830 or 83.0%, the rest is in other variables.

Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics* value > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* direct influence:

Table 5..Path Coefficients



	Original Sample (O)	T Statistics (O/STDEV I)	P Values	Result
Competence (Z) -> Work Performance (Y)	0,384	4,063	0,000	Accepted
Work Conflict (X2) -> Competency (Z)	-0,289	2,661	0,004	Accepted
Work Conflict (X2) -> Work Performance (Y)	-0,278	2,373	0,009	Accepted
Human Resource Quality (X1) -> Competency (Z)	0,622	6,278	0,000	Accepted
Human Resource Quality (X1) -> Work Achievement (Y)	0,306	2,561	0,005	Accepted

Source: Smart PLS 3.3.3

In the results in table 5 there is a direct influence of indigo which will be explained as follows:

1. Competence has a positive and significant effect on Work Achievement with a value of 0.384 and a significant value of 0.000, meaning that if competence increases, achievement will increase, on the contrary, if it decreases, work performance also decreases.
2. Work Conflict has a negative and significant effect on Competence with a value of -0.289, significant 0.004, meaning that if work conflict increases, competence will decrease, on the contrary, if it decreases, competence will also decrease.
3. Work Conflict has a negative and significant effect on Work Achievement with a value of -0.278 and a significant value of 0.009, meaning that if work conflict increases, work performance decreases, on the contrary, if it decreases, work performance also decreases.
4. The quality of human resources has a positive and significant effect on Competence with a value of 0.622 and a significance of 0.000, if the quality of human resources increases, the competence also increases, vice versa, if it decreases, the competence also decreases.
5. The quality of human resources has a positive and significant effect on work performance with a value of 0.306 and a significant 0.005, if the quality of human resources increases, work performance also increases, vice versa, if it decreases, work performance will decrease.

Table 6. Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV I)	P Values	Result
Work Conflict (X2) -> Competency (Z) -> Work Performance (Y)	-0,111	2,139	0,016	Accepted



Human Resource Quality (X1) -> Competency (Z) -> Work Achievement (Y)	0,239	3,391	0,000	Accepted
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Source: Smart PLS 3.3.3

In table 6 there are indirect influences that will be explained as follows:

1. Role Conflict has a negative and significant effect on Work Performance through Competence with a value of -0.111 and a significant 0.016, meaning that competence is an intervening variable because it is able to affect significantly, but with the existence of competence cannot change the situation because the existence of work conflict makes competence and work performance disturbed.
2. The quality of human resources has a positive and significant effect on Work Achievement through Competence with a value of 0.239 and a significant 0.000, meaning that competence is an intervening variable because it is able to have a significant effect, therefore with the existence of competence, the relationship between human resource quality and work performance is stronger and increases.

Conclusion

The conclusions of this study are as follows:

1. Competence has a positive and significant effect on Work Achievement with a value of 0.384 and a significant 0.000
2. Work Conflict has a negative and significant effect on Competence with a value of -0.289 significant 0.004.
3. Work Conflict has a negative and significant effect on Work Performance with a value of -0.278 and a significant value of 0.009.
4. The quality of human resources has a positive and significant effect on Competence with a value of 0.622 and a significance of 0.000.
5. The quality of human resources has a positive and significant effect on Work Achievement with a value of 0.306 and a significant 0.005.
6. Role Conflict has a negative and significant effect on Work Performance through Competency with a value of -0.111 and a significant 0.016.
7. The quality of human resources has a positive and significant effect on Work Performance through Competence with a value of 0.239 and a significant 0.000.

Suggestion

The suggestions in this study are as follows:

1. Organizations must look for employees who have good competence to save time for training.
2. The organization must be able to overcome organizational conflicts both from employee conflicts and conflicts between superiors and superiors.



3. The organization should recruit employees who have high quality in work so that there is no longer a need to conduct training to improve performance.
4. It is good for outstanding employees to be compensated to improve their performance.
5. This research is expected to be used as a reference material and an aid in other research and can be developed by adding new variables.

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